Rethinking Balance: A Comprehensive Systematic Review on Green Work-Life Balance

Neevia Thalyari
Assistant Professor, Eternal University, India

Abstract:

In today's rapidly evolving world, where environmental sustainability and employee well-being are gaining increasing significance, the concept of Green Work-Life Balance (GWLB) has emerged as a crucial area of study. This systematic review examines how sustainability initiatives—such as eco-friendly workplace policies, green commuting, and remote work—intersect with work-life balance practices to create healthier, more fulfilling work environments. Green practices are shown to not only reduce ecological footprints but also enhance employee satisfaction, minimize burnout, and boost productivity. However, integrating these practices poses challenges, including organizational resistance, inadequate infrastructure, and the need for adaptive policies. By synthesizing research across disciplines, the review offers practical insights for businesses, policymakers, and scholars aiming to develop balanced and sustainable workplace frameworks, highlighting the importance of aligning environmental responsibility with employee well-being for organizational and planetary success.

KEYWORDS: Corporate Sustainability Performance; Green Work-Life Balance; Green Innovation; Eco-friendly Workplace; Literature Review

1. Introduction

Addressing the global environmental crisis has become a critical priority for organizations, governments, and individuals worldwide. This urgency has driven the integration of sustainability into workplace practices, fostering the development of innovative concepts like Green Work-Life Balance (GWLB) (Ansori & Yusuf, 2023). As a holistic approach, GWLB extends beyond traditional work-life balance frameworks by embedding environmental sustainability into employees' professional responsibilities and personal lifestyles (Lin et al., 2024). It aims to cultivate eco-friendly values and behaviors, enabling employees to adopt green practices that not only benefit their organizations but also contribute to their broader communities and ecosystems (Kaushik & Nair, 2020). GWLB forms a critical component of Green Human Resource Management (GHRM), a framework focused on using human resource policies and practices to minimize an organization's ecological footprint (Faeni et al., 2025). Key GHRM strategies—such as green recruitment, environmentally oriented training, eco-conscious rewards, and flexible work arrangements—empower organizations to promote

sustainability while enhancing employee engagement (Miah et al., 2024). What makes GWLB unique is its focus on bridging work-life boundaries to create an environmentally conscious lifestyle. By encouraging employees to adopt green practices at work and at home, GWLB ensures that the values and benefits of sustainability resonate across multiple life domains (Faeni et al., 2025).

Despite its potential, the implementation of GWLB policies is not without challenges. Organizations often face resistance from employees due to concerns about lifestyle changes or perceptions that these policies may encroach upon their personal autonomy (Barik & Pandey, 2016). Additionally, cultural and societal norms—particularly those related to gender roles— shape how green initiatives are perceived and adopted. For instance, traditional expectations surrounding caregiving responsibilities often place a disproportionate burden on certain groups, limiting the effectiveness of GWLB initiatives (Muster & Schrader, 2011). Furthermore, existing frameworks for work-life balance and sustainability often focus primarily on organizational outcomes, such as cost reduction or enhanced productivity, while neglecting the interconnected nature of personal, organizational, and environmental care. This narrow approach highlights the need for more comprehensive frameworks that address these multifaceted challenges (Yao, 2024). Research on GWLB underscores its benefits for employee satisfaction, organizational sustainability, and societal well-being. For example, studies conducted in Malaysia reveal that GHRM practices can significantly enhance employee satisfaction, although their success often hinges on cultural readiness and infrastructural support (Nurhasanah & Tiyasiningsih, 2024). In other contexts, GWLB has been linked to pro-environmental behaviors, such as reduced commuting emissions, increased recycling, and conscious energy usage. However, these outcomes depend on an organization's commitment to fostering green behaviors through both policy and practice (Azmi et al., 2018). Moreover, GWLB has been conceptualized as a pathway to achieving a balance between environmental care and personal well-being. It requires organizations to design policies that facilitate the seamless integration of green practices across both work and home settings (Ansori & Yusuf, 2023). Policies that encourage remote work, carpooling, and energy-efficient office spaces, for instance, can create ripple effects, promoting sustainable behaviors beyond the workplace. At the same time, organizations must address the structural and social barriers that hinder the adoption of such initiatives, ensuring that they are inclusive and effective (Faeni et al., 2025).

This systematic literature review examines the principles, challenges, and opportunities associated with GWLB. By synthesizing existing research, it seeks to provide a comprehensive understanding of this emerging concept, offering insights that can guide both theoretical exploration and practical implementation in diverse organizational contexts.

The specific objectives of this study address the following research questions:

RQ 1. How has GWLB research evolved over the recent past?

RQ 2: What is the rationale of environmental sustainability and work-life balance?

RQ 3: What are the corporate initiatives promoting GWLB?

RQ 4: What are the factors influencing GWLB?

RQ 5: What are the key challenges in the implementation of GWLB?

To the author's knowledge, this review is unique in the sense that it unfolds the understanding of GWLB since its evolution and proposes future research directions to fill detailed research gaps. The existing literature related to the intersection of environmental sustainability and work life balance has been covered mostly under the umbrella of green human resource management (GHRM) which focuses on the environmental sustainability and social responsibility aspect of HRM practices. On the other hand, GWLB emphasises the significance of balancing employee's work and personal life to improve the overall well-being and productivity, keeping in mind the incorporation of eco-friendly and sustainable practices. Therefore, this study is novel as it summarizes the limited extant body of knowledge on GWLB and will guide researchers in investigating and exploring the emerging area of study.

2. Literature Review

2.1 Theoretical Background

The concept of green work-life balance (GWLB) incorporates environmental sustainability into the conventional framework of work-life balance. It emphasizes fostering eco-friendly habits and practices in both professional and personal settings. This integrated approach aligns environmental responsibility with individual well-being and organizational objectives. According to Muster and Schrader (2011), green work-life balance serves as a mechanism to promote sustainable behaviors among employees across their work and private lives. By encouraging such practices, organizations can realize multiple benefits including improved environmental outcomes, enhanced employee satisfaction, and greater overall organizational effectiveness. Moreover, by embedding eco-conscious behaviors into daily routines, companies can establish a culture that supports long-term sustainability (Muster & Schrader, 2011). Vasa and Thatta (2018) explored green work-life balance within the broader framework of Green Human Resource Management (Green HRM). They emphasized that implementing green work-life balance strategies not only helps employees achieve personal gratification but also improves their focus and productivity in the workplace. Such practices reduce operational costs and enhance employee retention by creating a harmonious balance between work and personal life. This dual benefit underscores the strategic value of green work-life balance as both a sustainability initiative and a tool for organizational success (Vasa & Sowdamini, 2017). Similarly, Singh and Bhatnagar highlighted that green work-life balance has the potential to generate positive impacts for the environment, employees, and organizations alike. She noted that fostering green behaviors, such as integration, cooperation, compliance, focus, risk-taking, and creativity, is a key outcome of adopting this approach (Singh & Bhatnagar, 2014). These behaviors not only contribute to environmental sustainability but also encourage innovative and collaborative workplace dynamics, driving organizational growth and adaptability in the face of environmental challenges.

The evolution of green work-life balance (GWLB) reflects a transformation in workplace culture, integrating sustainability into traditional work-life balance. Initially, during the 1980s and 1990s, work-life balance focused on employee well-being, flexible work arrangements, and family-friendly policies, without addressing environmental concerns (Pham et al., 2019).

In the late 1990s and early 2000s, the rise of corporate social responsibility (CSR) and concepts like Green Human Resource Management (Green HRM) introduced eco-friendly workplace practices, laying the foundation for green dimensions in work-life integration (Kamaruddin et al., 2018). By the 2010s, GWLB was formally defined by scholars such as Muster and Schrader (2011) as a means to promote eco-friendly behaviors among employees, fostering synergies between personal well-being and environmental stewardship. Organizations adopted practices like remote work, green commuting, and energy conservation while Green HRM initiatives introduced green training programs and eco-friendly incentives to align employee behavior with sustainability goals (Akdeniz, 2023; Ahmed et al., 2024)). The COVID-19 pandemic accelerated these efforts, normalizing remote work and digital solutions that reduced environmental footprints while enhancing employee engagement and improving companies' environmental and social governance (ESG) profiles. Today, GWLB continues to evolve, driven by rising awareness of climate change, legislative and consumer pressures, focus on sustainable development goals (SDGs), and cultural shifts emphasizing health, well-being, and planetary care, positioning it as a critical framework for harmonizing professional, personal, and environmental priorities (Battisti et al., 2022).

2.2 Rationale of environmental sustainability and work-life balance

The intersection of environmental sustainability and work-life balance represents a modern and meaningful approach to aligning personal well-being with the health of the planet. As we face growing environmental challenges, incorporating eco-friendly habits into daily life and workplace policies has become more important than ever (Ravenswood, 2021). Green work-life balance seeks to harmonize professional commitments, personal responsibilities, and sustainability goals. While sustainability focuses on preserving natural resources and reducing ecological impact for future generations, work-life balance traditionally centers on managing personal and professional demands (Tahir et al., 2024). Combining these ideas encourages individuals to adopt environmentally friendly practices in both their work and personal lives, fostering a sense of fulfillment and shared responsibility for the planet's well-being. Organizations play a key role in advancing this integration. Many companies now embrace green human resource management (Green HRM), embedding sustainability into workplace policies. Initiatives such as remote work, green commuting incentives like cycling or carpooling, and paperless workflows help reduce energy consumption and emissions (Apostu & Gigauri, 2023). Flexible arrangements, such as hybrid work models, further contribute by lessening the environmental impact of commuting and office operations. For instance, work-from-home policies not only enhance employees' work-life balance but also significantly lower carbon footprints, demonstrating the practical synergy between personal well-being and environmental care (Ansori & Yusuf, 2023; Vasa & Sowdamini, 2017; Faeni et al., 2025).

On an individual level, integrating green practices into everyday routines can make a meaningful difference. Simple changes, like using reusable items, reducing energy consumption, or opting for sustainable commuting, contribute to broader environmental goals (Green et al., 2012; Chan et al., 2014). Employees who see their workplace as environmentally conscious often feel more engaged and aligned with their personal values, fostering a stronger sense of purpose and reinforcing eco-friendly habits both at work and at home (Luu, 2019).

The benefits of green work-life balance ripple out in multiple directions. For individuals, it can reduce stress and improve overall well-being by aligning daily activities with their values and a greater environmental mission (Ravenswood, 2021; Hoxhaj et al., 2023). For organizations, such initiatives bolster their reputation, attract sustainability-minded talent, and enhance employee retention. Moreover, they contribute to corporate social responsibility (CSR) goals and strengthen long-term sustainability (Singh & Bhatnagar, 2014; Akpa et al., 2022).

In essence, the integration of sustainability into work-life balance reflects a shift in how individuals and organizations view their responsibilities to society and the environment. By embracing sustainable practices, we can create a more balanced, meaningful lifestyle while addressing global challenges. Organizations that champion these values are not only preparing for a sustainable future but also fostering a motivated and engaged workforce. This union of personal well-being and environmental stewardship is a powerful step toward a healthier, more sustainable world (Deshpande & Srivastava, 2022).

2.3 Corporate initiatives promoting GWLB

As environmental concerns intensify, companies are finding innovative ways to align sustainability with workforce management through green work-life balance (GWLB). This approach encourages employees to adopt eco-friendly habits both professionally and personally, benefiting individuals, organizations, and the planet (Jackson et al., 2011; Sharma & Kumar, 2024). A key strategy promoting GWLB is flexible work policies, such as remote and hybrid models, which reduce the need for daily commutes. This significantly lowers transportation-related emissions while allowing employees to save time and energy (Muster & Schrader, 2011). Companies like Microsoft and Google have embraced remote work, cutting down office energy use and enhancing employee well-being by providing greater control over schedules. For employees who commute, many organizations promote green transportation options. Subsidizing public transport, offering bike-to-work incentives, or supporting carpooling programs reduce reliance on single-occupancy vehicles (Kolakowski, 2020; (VanderLinden, 2023). Companies like Patagonia and Unilever provide bike benefits and EV charging stations, fostering community-driven sustainability through initiatives like "green commute days". Eco-friendly workplace practices also play a central role (King, 2024). Adobe and Salesforce implement paperless workflows, recycling programs, and energy-efficient equipment to minimize office waste. Sustainable office designs, including LEED-certified green buildings, contribute to healthier environments for employees and reinforce environmental commitments. Corporate training and awareness campaigns further advance GWLB (Naidoo, 2023). Organizations like IKEA and HP educate employees on energy conservation, waste reduction, and sustainable consumption through workshops and green teams. These efforts empower employees to adopt eco-friendly behaviors at work and home, bridging the gap between personal and professional sustainability (HR, 2024). Finally, recognizing employees' sustainability efforts strengthens engagement. Companies like Google offer financial incentives for green practices, encouraging alignment between personal habits and corporate values (Ruiz-Pérez et al., 2021).

By integrating GWLB into their cultures, organizations not only address environmental challenges but also enhance employee satisfaction, foster engagement, and position themselves

as leaders in sustainability. This dual focus on well-being and stewardship represents a crucial step toward a greener future.

2.4 Factors influencing GWLB

Green work-life balance (GWLB) integrates sustainability into traditional work-life balance, encouraging eco-friendly habits both at work and in daily life. The adoption and success of GWLB depend on various factors, including organizational culture, government policies, individual values, technological advancements, societal norms, and economic considerations. Organizational support is pivotal in fostering GWLB (Ravenswood, 2021; Biswas, 2023; Lin et al., 2024). Companies with a strong sustainability culture are more likely to implement green practices, such as remote work, green commuting options, and energy-efficient operations, which reduce emissions and enhance employee well-being (Arunachalam & Ghosh, 2024). Leadership commitment to sustainability inspires employees to adopt eco-friendly habits, while training programs equip them with the knowledge to integrate green practices into their routines (Huo et al., 2023). Government policies also influence GWLB. Environmental regulations, like carbon emission limits or renewable energy incentives, encourage businesses to adopt sustainable operations. Subsidies for public transportation and cycling directly enable employees to incorporate green habits into their work-life balance. Individual attitudes and values play a significant role (Nurcan Kilinc-Ata, 2015; Akhtaruzzaman et al., 2025). Employees who prioritize environmental sustainability are more likely to adopt eco-friendly behaviors, such as reducing waste or conserving energy, both at work and at home. Awareness campaigns and education initiatives by organizations can further shape these values, fostering a culture of green practices (Czichos et al., 2024; Piwowar-Sulej et al., 2024). Technology acts as an enabler for GWLB. Tools like video conferencing and cloud-based systems support remote work, while innovations such as energy-efficient office technologies and sustainability apps help individuals and organizations monitor and reduce their carbon footprints (Mackenzie, 2020). Societal norms and peer influence also shape green behaviors. In environmentally conscious communities, individuals and organizations feel greater responsibility to align with sustainable practices (Ravenswood, 2021; Lin et al., 2024). Collaborative efforts, like green teams and sustainability challenges, amplify this impact by fostering shared responsibility. Lastly, economic factors affect GWLB. Companies with adequate resources can invest in green infrastructure and initiatives, while individuals with financial capacity are more likely to adopt sustainable practices, such as energy-efficient appliances. By addressing these factors collectively, organizations and individuals can create a balanced and sustainable future (Niesten et al., 2016; Melo, 2018).

2.5 Challenges in implementation of GWLB

While green work-life balance (GWLB) offers a promising approach to integrating sustainability into both professional and personal lives, several challenges make its full implementation difficult for organizations and individuals alike. These challenges stem from a variety of factors, including resistance to change, financial constraints, and technological limitations (Datta, 2015; Prasetyo et al., 2024). One of the primary hurdles to adopting GWLB is resistance to change. People, both within organizations and on an individual level, may feel uncomfortable stepping away from established habits, even when they know that adopting

green practices would be beneficial (Ganiyu & Oladejo, 2020). For employees, switching to eco-friendly behaviors like remote work or green commuting may seem inconvenient or overwhelming, especially if they lack the motivation or knowledge to make the transition. For organizations, adopting green policies can require a shift in culture, and without buy-in from leadership and staff, these changes can be slow to take root (Nurhasanah & Tiyasiningsih, 2024). Financial constraints also pose a significant challenge. Many GWLB initiatives, such as implementing energy-efficient office systems, offering green commuting incentives, or investing in green technologies, require significant upfront investments. Smaller organizations, especially those with limited budgets, may struggle to make these investments (Datta, 2015). For individuals, the financial cost of purchasing eco-friendly products, such as energy-efficient appliances or electric vehicles, can be a barrier, despite the long-term savings they may provide (WEN, 2024). Technological limitations are another barrier. While digital tools and technology are essential to making remote work and green office practices feasible, not all organizations have the resources to implement these systems. In areas where infrastructure like high-speed internet or digital tools are lacking, remote work may not be a viable option, limiting the ability of employees to reduce their carbon footprint (Ganiyu & Oladejo, 2020; Stephen et al., 2024). Workforce diversity and differing needs also complicate the implementation of GWLB. Employees come from different backgrounds, have varying access to resources, and may prioritize sustainability differently. For example, public transportation may not be an option for employees in rural areas, limiting their ability to participate in green commuting programs (Singh & Bhatnagar, 2014; Ganiyu & Oladejo, 2020).

Additionally, measuring the effectiveness of GWLB initiatives can be challenging. Without proper tracking systems, it's difficult to gauge whether these efforts are truly reducing environmental footprints or if they're just symbolic gestures. Lack of awareness and education about sustainability also plays a role (Iddagoda et al., 2021). Employees who are not educated about eco-friendly practices may not fully engage with GWLB initiatives. Moreover, balancing work, life, and sustainability can add stress to employees. Trying to juggle work responsibilities, personal life, and the desire to live sustainably can feel overwhelming, particularly when the necessary resources and support are lacking (Muster & Schrader, 2011; Hoxhaj et al., 2023; Ahmed et al., 2024).

While the challenges of implementing GWLB are considerable, they are not insoluble. Organizations can overcome these obstacles by fostering a culture of sustainability, investing in training, and collaborating with external stakeholders to create a more eco-friendly work environment. With the right approach, organizations and individuals can work together to make a meaningful impact on both personal well-being and the planet (Vasa & Thatta, 2018).

Key authors' contribution to GWLB

S. No.	Author(s)	Findings
1.	Muster & Schrader, 2011	• Explored on how different life aspects interact—such as conflict, enrichment, and spillover—provides a

		foundation for understanding green work-life balance. • The green work-life balance concept promotes environmentally friendly behavior in both the workplace and personal life, recognizing employees as both producers and consumers.
2.	Singh & Bhatnagar, 2014	• Effective green management involves navigating the work-family interface through the concept of "green work-life balance," recognizing the importance of both work and home life in promoting sustainability. • The paper presents a model linking green work-life balance to environmentally friendly employee behaviors, effective environmental management, and improved organizational performance, emphasizing the integration of sustainability across all aspects of life.
3.	Datta, 2015	• Aligning green policies with employees' work and personal lives helps reinforce sustainable behaviors across different settings. • Recognizing the diverse cultural backgrounds of employees is vital. Tailoring green initiatives to this diversity can enhance engagement and ensure sustainability efforts resonate with everyone.
4.	Vasa & Sowdamini, 2017	• Green practices encompass initiatives such as creating green job descriptions, establishing green performance indicators, providing environmental management training, offering green rewards, and involving employees in solving environmental challenges. • Green Human Resource Management (HRM) can significantly influence an organization by fostering environmental awareness and promoting sustainable practices. Continuous monitoring is essential to assess its effects on various HR issues and ensure its effectiveness.
5.	Kamaruddin et al., 2018	• The study revealed that all Green Human Resource Management practices—such as green recruitment, green rewards and compensation, green training and development, and green safety and health

		management—were significantly linked to employee satisfaction. • However, the green life-to-work aspect of the green work-life balance showed no significant relationship. The researchers believe this may be due to employees prioritizing green practices in their work environment over their personal lives.
6.	Ganiyu & Oladejo, 2020	• GWLB means aligning personal and professional life with sustainability, enhancing well-being, and supporting organizational green goals. • Employees influence workplace sustainability through their behaviors, promoting eco-friendly practices in both areas. • Challenges in implementation include cultural differences and perception of intrusion.
7.	Iddagoda et al., 2021	• The study highlights the importance of green work-life balance and its positive impact on job performance, with employee engagement as a key mediator. • It reveals potential greenwashing in organizations, emphasizes the need for genuine sustainability efforts, and introduces a practical tool for measuring work-life balance to enhance employee well-being and productivity.
8.	Akpa et al., 2022	• The study reveals that while green recruitment can significantly enhance a company's reputation, it doesn't necessarily lead to greater employee job satisfaction. • On the other hand, green training has a positive effect on both reputation and employee happiness. • Similarly, green rewards can boost a company's image but don't directly improve job satisfaction. • For green human resource management (GHRM) practices to be truly effective, they need to be woven into the fabric of organizational culture and focus on employee needs, ensuring benefits for both the company and its workforce.

9.	Ahmed et al., 2024	• The concept of green management aims to balance industrial growth with environmental protection, but achieving true sustainability remains a challenge. • Becoming a green employer can enhance a company's brand and attract eco-conscious employees, boosting their motivation.
10.	Arunachalam & Ghosh, 2024	• The paper emphasizes the importance of employee-centric initiatives, such as educating staff on sustainable consumer choices, providing green benefits, and encouraging participation in eco-friendly challenges. • It highlights the need for organizational practices that focus on sustainability in the supply chain and foster community engagement.
11.	Lin et al., 2024	• Implementing GWLB initiatives and encouraging environmentally conscious behavior among employees can significantly enhance long-term effectiveness and boost employee retention. • By fostering a culture of sustainability, organizations create an environment where employees feel valued and engaged. • Green innovation and a strong organizational culture play crucial roles in linking GWLB to improved corporate sustainability performance (CSP) and higher employee retention rates.

3. Findings and Discussion

Despite the growing interest in Green Work-Life Balance (GWLB) as a means to integrate sustainability into professional and personal spheres, several loopholes remain in both theoretical exploration and practical implementation. The existing literature predominantly focuses on organizational outcomes such as cost savings, productivity improvements, and employee retention, often neglecting the broader interplay between personal well-being, cultural contexts, and environmental sustainability. This narrow approach fails to capture the holistic and interconnected nature of GWLB, where the impact extends beyond the workplace to influence societal and ecological well-being. Moreover, the literature lacks extensive empirical research on the cross-cultural applicability of GWLB initiatives. While studies in specific regions highlight the importance of cultural readiness and infrastructural support, there is insufficient exploration of how socio-cultural and economic factors shape the adoption and effectiveness of GWLB strategies across diverse organizational and national contexts.

Additionally, the role of leadership and organizational culture in fostering an environment conducive to GWLB remains underexplored. Existing research emphasizes the importance of organizational commitment but does not provide a comprehensive framework for how leaders can embed sustainability into workplace culture while addressing resistance to change. Finally, challenges related to inclusivity in GWLB initiatives, such as gendered perceptions of caregiving responsibilities and unequal access to resources like public transportation or remote work infrastructure, are not adequately addressed. These gaps limit the effectiveness and scalability of GWLB frameworks, particularly in heterogeneous workforces.

4. Future Directions

Future research on Green Work-Life Balance (GWLB) should take a more comprehensive approach, addressing the existing gaps by integrating personal, organizational, and environmental well-being. By exploring how GWLB can be tailored to different cultural contexts and examining the role of gender norms in shaping sustainable behaviors, researchers can offer valuable insights to help organizations implement more inclusive and effective policies. Additionally, investigating how technological innovations, such as energy-efficient tools and remote work platforms, influence the adoption of GWLB practices across various regions and industries will be key in understanding how to overcome infrastructural challenges. It's also important to look at the long-term effects of GWLB on employee well-being—such as stress levels and job satisfaction—to better understand how sustainability initiatives can positively impact both the environment and personal health. Lastly, developing clear frameworks for measuring the success of GWLB efforts, incorporating both environmental and social outcomes, will ensure these initiatives lead to meaningful, measurable changes in sustainability practices. These future research directions will help create a deeper understanding of GWLB's potential to drive positive change for both organizations and society.

5. Conclusion

In summary, Green Work-Life Balance (GWLB) offers a forward-thinking approach that benefits everyone involved. By creating a harmonious relationship between sustainability, personal well-being, and organizational goals, it addresses the evolving needs of today's world. As more companies adopt green practices, the positive effects will ripple out, extending beyond the workplace and contributing to a healthier planet and more sustainable lifestyles. The key takeaway from this review is the vital importance of integrating environmental sustainability into work-life balance initiatives. By doing so, organizations can align personal and professional aspirations with broader ecological responsibilities. Companies that prioritize GWLB not only reduce their environmental impact but also instill a deeper sense of purpose in their employees. For individuals, this integration fosters a more fulfilling work-life experience, rooted in shared values of environmental care and responsibility. Ultimately, GWLB holds the potential to create meaningful, lasting change, benefiting both people and the planet.

References

Ansori, S., & Yusuf, R. (2023). Addressing the global environmental Crisis: Strategies for Sustainable development. *West Science Social and Humanities Studies*, *1*(02), 63–75. https://doi.org/10.58812/wsshs.v1i02.190

Lin, Z., Gu, H., Gillani, K. Z., & Fahlevi, M. (2024). Impact of green Work–Life balance and green human resource Management practices on corporate sustainability performance and employee retention: mediation of green innovation and organisational culture. *Sustainability*, *16*(15), 6621. https://doi.org/10.3390/su16156621

Kaushik, A., Nair, M. (2020). Work Life Balance: A Holistic Review of Theoretical And Contemporary Concepts.

Faeni, D. P., Oktaviani, R. F., Riyadh, H. A., Faeni, R. P., & Beshr, B. a. H. (2025). Green Human Resource Management and Sustainable Practices on Corporate Reputation and Employee Well-being: A Model for Indonesia's F&B Industry. *Environmental Challenges*, 101082. https://doi.org/10.1016/j.envc.2025.101082

Miah, M., Szabó-Szentgróti, G., & Walter, V. (2024). A systematic literature review on green human resource management (GHRM): an organizational sustainability perspective. *Cogent Business & Management*, *11*(1). https://doi.org/10.1080/23311975.2024.2371983

Barik, P., & Pandey, B. (2016). Work-life Balance a Strategic Human Resource Policies and Practices followed by Indian Organizations. *IRA-International Journal of Management & Social Sciences (ISSN 2455-2267)*, *5*(3), 427. https://doi.org/10.21013/jmss.v5.n3.p5

Muster, V. & Schrader, U. (2011). Green Work-Life Balance: A New Perspective for Green HRM. Zeitschrift fuer Personalforschung. German Journal of Research in Human Resource Management. 25. 140-156. 10.2307/23279430.

Yao, Y. (2024). Work-life balance: redefining and rethinking the support framework. *SN Social Sciences*, *4*(6). https://doi.org/10.1007/s43545-024-00914-9

Nurhasanah, N., & Tiyasiningsih, E. (2024). Work life balance and pro environmenal behavior on sustainability. *Journal of Economics and Business Letters*, *4*(5), 36–48. https://doi.org/10.55942/jebl.v4i5.334

Azmi, F. R., Musa, H., Shahbodin, F., Hazmilah, H. and Fam, S. (2018). Green Human Resource Management: A Case Of Malaysia. IOSR Journal of Business and Management (IOSR-JBM) 20.3 (2018): 77-80.

Muster, V., & Schrader, U. (2011). Green Work-Life Balance: A New perspective for Green HRM. *German Journal of Human Resource Management Zeitschrift Für Personalforschung*, *25*(2), 140–156. https://doi.org/10.1177/239700221102500205

Vasa, S. R., & Sowdamini, T. (2017). Green work life balance & green HRM: A new replica for organisational triumph. *International Journal of Academic Research and Development*, *2*(4), 456–461. http://www.academicjournal.in/archives/2017/vol2/issue4/2-2-56

Pham, N. T., Hoang, H. T., & Phan, Q. P. T. (2019). Green human resource management: a comprehensive review and future research agenda. *International Journal of Manpower*, *41*(7), 845–878. https://doi.org/10.1108/ijm-07-2019-0350

Singh, H., & Bhatnagar, J. (2014). Green Work-Life Balance. In *Springer proceedings in business and economics* (pp. 303–313). https://doi.org/10.1007/978-81-322-1979-8_24

Kamaruddin, N. F., Ahmad, A. A., Omar, K., Mat, N. H. N., & Salleh, A. M. M. (2018). Green Work Life Balance, Green Human Resource Management Practices on employee satisfaction. □the □*European Proceedings of Social & Behavioural Sciences*, 1222–1231. https://doi.org/10.15405/epsbs.2018.05.95

Akdeniz, E. (2023). Toward a Sustainable Human Resources Management: Linking Green Human Resources Management Activities with ISO Standards. *SAGE Open*, *13*(3). https://doi.org/10.1177/21582440231192907

Ahmed, Z., Ali, M. A., Saleemi, A., & Ahmad, I. (2024). Exploring the impact of green HRM, corporate social Responsibility, organizational green Culture, and Work-Life Balance on sustainable corporate performance: The Moderating Role of Organizational Citizenship Behavior for Environment. *Deleted Journal*, *13*(3), 1601–1617. https://doi.org/10.62345/jads.2024.13.3.129

Battisti, E., Alfiero, S., & Leonidou, E. (2022). Remote working and digital transformation during the COVID-19 pandemic: Economic–financial impacts and psychological drivers for employees. *Journal of Business Research*, *150*, 38–50. https://doi.org/10.1016/j.jbusres.2022.06.010

Ravenswood, K. (2021). Greening work–life balance: Connecting work, caring and the environment. *Industrial Relations Journal*, *53*(1), 3–18. https://doi.org/10.1111/irj.12351

Tahir, A. H., Umer, M., Nauman, S., Abbass, K., & Song, H. (2024). Sustainable development goals and green human resource management: A comprehensive review of environmental performance. *Journal of Environmental Management*, *370*, 122495. https://doi.org/10.1016/j.jenvman.2024.122495

Apostu, S., & Gigauri, I. (2023). Mapping the link between human resource management and sustainability: the pathway to sustainable competitiveness. In *Studies in public and non-profit governance* (pp. 31–59). https://doi.org/10.1108/s2051-663020230000008003

Green, K. W., Zelbst, P. J., Meacham, J., & Bhadauria, V. S. (2012). Green supply chain management practices: impact on performance. *Supply Chain Management an International Journal*, *17*(3), 290–305. https://doi.org/10.1108/13598541211227126\

Chan, E. S., Hon, A. H., Chan, W., & Okumus, F. (2014). What drives employees' intentions to implement green practices in hotels? The role of knowledge, awareness, concern and ecological behaviour. *International Journal of Hospitality Management*, *40*, 20–28. https://doi.org/10.1016/j.ijhm.2014.03.001

Luu, T. T. (2019). Green human resource practices and organizational citizenship behavior for the environment: the roles of collective green crafting and environmentally specific servant leadership. *Journal of Sustainable Tourism*, *27*(8), 1167–1196. https://doi.org/10.1080/09669582.2019.1601731

Hoxhaj, J., Abduli, S., & Syla, S. (2023). Effect of green human resources management and employee performance on Work-Life Balance. *SEEU Review*, *18*(2), 90–104. https://doi.org/10.2478/seeur-2023-0077

Akpa, V. O., Mowaiye, B., Akinlabi, B. H., & Magaji, N. (2022). EFFECT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND GREEN WORK LIFE BALANCE ON EMPLOYEE RETENTION IN SELECTED HOSPITALITY FIRMS IN LAGOS AND OGUN STATES, NIGERIA. *European Journal of Human Resource Management Studies*, *5*(4). https://doi.org/10.46827/ejhrms.v5i4.1265

Deshpande, P., & Srivastava, A. P. (2022). A study to explore the linkage between green training and sustainable organizational performance through emotional intelligence and green work life balance. *European Journal of Training and Development*, *47*(5/6), 615–634. https://doi.org/10.1108/ejtd-11-2021-0182

Jackson, S. E., Renwick, D. W. S., & Muller-Camen, C. J. C. J. a. M. (2011). State-of-the-Art and Future Directions for green Human Resource Management: Introduction to the special issue. *Zeitschrift Für Personalforschung / German Journal of Research in Human Resource Management, Jahrg. 25, H. 2, Green Human Resource Management*, 99–116. https://www.jstor.org/stable/23279428

Sharma, P., & Kumar, P. (2024). An In-depth Examination of Green Practices in Human Resource Management: Integrating Ecological Responsibility into Human Resource Management. In *Emerald Publishing Limited eBooks* (pp. 121–135). https://doi.org/10.1108/978-1-83797-442-920241008

Kolakowski, N. (2020, October 13). *Microsoft shifts to flexible work, following Google and other firms*. Dice Insights. https://www.dice.com/career-advice/microsoft-shifts-to-flexible-work-following-google-and-other-firms?msockid=0d29746dcf746e5a0e087b92ce726f06

VanderLinden, S. (2023, November 17). Top Future of Work Trends 2024: Company shifts to hybrid work models to meet employee expectations. *Medium*. https://medium.com/@sabine_vdl/trends-2024-future-of-work-company-shifts-to-hybrid-remote-models-and-employee-expectations-50a8bcf8f1fd

King, C. (2024, August 22). *Patagonia, Unilever & Danone: How are B Corps ESG Leaders?* Sustainabilitymag.com; Bizclik Media Ltd. https://sustainabilitymag.com/articles/patagonia-unilever-danone-why-are-b-corps-esg-leaders

Naidoo, N. (2023, August 7). *Sustainable Design Practices in the Digital Age: Adobe's Inspiring Role in Promoting Environmental Responsibility*. Medium. https://medium.com/@nicholasnaidoo10/sustainable-design-practices-in-the-digital-age-adobes-inspiring-role-in-promoting-environmental-a176812b7be1

HR, S. (2024, November 28). *"Sustainability is no longer about doing less harm. It's about doing more good.* Linkedin.com. https://www.linkedin.com/pulse/ikeas-sustainable-hr-practices-building-green-workplace-sig-hr-jcamc/

Ruiz-Pérez, F., Lleo, A., & Ormazabal, M. (2021). Employee sustainable behaviors and their relationship with Corporate Sustainability: A Delphi study. *Journal of Cleaner Production*, *329*, 129742. https://doi.org/10.1016/j.jclepro.2021.129742

Biswas, S. (2023, October 30). *Green Initiatives and Employee Engagement: Fostering a Sustainable Workplace Culture*. Great Place to Work. https://www.greatplacetowork.in/green-initiatives-and-employee-engagement-fostering-a-sustainable-workplace-culture

Arunachalam, J., & Ghosh, M. (2024). *Green Human Resource Management in   Green Work-Life Balance*. *11*. https://ijirt.org/publishedpaper/IJIRT168199_PAPER.pdf

Huo, C., Safdar, M. A., & Ahmed, M. (2023). Impact of responsible leadership on sustainable performance: a moderated mediation model. *Kybernetes*. https://doi.org/10.1108/k-03-2023-0342

Nurcan Kilinc-Ata. (2015, February 2). *The Impact of Government Policies in the Renewable Energy Investment: Developing a Conceptual Framework...* ResearchGate; Global Journals. https://www.researchgate.net/publication/316701118_The_Impact_of_Government_Policies_in_the_Renewable_Energy_Investment_Developing_a_Conceptual_Framework_and_Qualitative_Analysis

Akhtaruzzaman, M., Banerjee, A. K., & Boubaker, S. (2025). Government intervention and green innovation in renewable energy. *Energy Economics*, 108185. https://doi.org/10.1016/j.eneco.2025.108185

Czichos, H., Alshebami, A. S., Shepperson, L., & Foldager, U. (2024). Greening the workplace: How sustainable practices drive employee engagement. In *Elsevier eBooks* (pp. 699–710). https://doi.org/10.1016/b978-0-323-90110-9.00023-4

Piwowar-Sulej, K., Iqbal, Q., Dagar, V., & Singh, S. (2024). Employees' eco-friendly innovative behaviors: Examining the role of individual and situational factors. *European Management Journal*. https://doi.org/10.1016/j.emj.2024.04.005

Mackenzie, K. (2020, September 22). *Remote work technology: The road ahead is digital*. Recruiting Resources: How to Recruit and Hire Better. https://resources.workable.com/stories-and-insights/remote-work-technology-the-road-ahead-is-digital

Niesten, E., Jolink, A., De Sousa Jabbour, A. B. L., Chappin, M., & Lozano, R. (2016). Sustainable collaboration: The impact of governance and institutions on sustainable performance. *Journal of Cleaner Production*, *155*, 1–6. https://doi.org/10.1016/j.jclepro.2016.12.085

Melo, V. (2018, October 1). *Collaborative Efforts for Sustainable Development: Surveying the Literature on Multi-Stakeholder Initiatives to Realize the Sustainable Development Goals*. https://doi.org/10.13140/RG.2.2.19706.75209

Datta, M. (2015). *International Journal of Multidisciplinary Approach and Studies Green Work-Life Balance: A New Concept in Green HRM*. http://ijmas.com/upcomingissue/10.02.2015.pdf

Prasetyo, D. W, Kusmaningtyas, A. & Mujanah, S. (2024). Green Competence Building, Green Employee Involvement and Green Work-Life Balance to Improve Environmental Performance through Green Organizational Culture. *Journal of Environmental Management and Tourism*, *15*(1), 69–69. https://doi.org/10.14505/jemt.v15.1(73).06

Ganiyu, I. O., & Oladejo, O. M. (2020). Green Work-Life balance and global leadership in industry 4.0. In *Advances in human resources management and organizational development book series* (pp. 200–216). https://doi.org/10.4018/978-1-7998-3347-5.ch014

WEN, T. K. (2024). Financially Fit and Environmentally Conscious: Personal Finance in a Green World. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.4845735

Stephen, D. A., Sundari, D. M., Thayumanavar, D. B., Shakya, D. R. K., & Muthukumar, D. E. (2024). Technology And Its Role In Shaping The Future Of Work-Life Balance. *Educational Administration: Theory and Practice*, *30*(5), 1045–1053. https://doi.org/10.53555/kuey.v30i5.3005

Iddagoda, A., Hysa, E., Bulińska-Stangrecka, H., & Manta, O. (2021). Green Work-Life Balance and Greenwashing the Construct of Work-Life Balance: Myth and Reality. *Energies*, *14*(15), 4556. https://doi.org/10.3390/en14154556

Vasa, S. R., & Thatta, S. (2018). Green Work Life Balance & Green HRM: A New Replica for Organisational Triumph. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.3163083